

Recommendation Number / Category		Recommendation	Comments	In Progress	Initiated/ Ongoing	Completed	Action Taken	Date of Implementation
1	Department-Wide-Issues Related to Entire Department	Agree on an implementation plan.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		8/26/2014
2	Department-Wide-Issues Related to Entire Department	Director, Principal Assistant Department Head and Assistant Engineering Director to meet weekly.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Weekly Meetings Set Up	7/21/2014
3	Department-Wide-Issues Related to Entire Department	Assistant to Director to continue to be added to some of Directors key reports meeting.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Meetings Added	7/21/2014
4	Department-Wide-Issues Related to Entire Department	Three top managers and nine Division heads to meet in series of retreats.		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	first retreat held 12/18/2014; second retreat held 2/6/2015	
5	Department-Wide-Issues Related to Entire Department	Three top managers and nine Division heads to meet monthly to focus on mission and integration of functions.	via retreats, regular staff meetings.and ad hoc meetings	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
6	Department-Wide-Budget/Finances/Fees	Use Development Services Fund solely for development process.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
7	Department-Wide-Budget/Finances/Fees	Build reserve for Development Services Fund to match annual Planning and Development annual budget.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
8	Department-Wide-Budget/Finances/Fees	Develop approach to financial issues.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
9	Department-Wide-Budget/Finances/Fees	Develop ways to increase revenue.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
10	Department-Wide-Budget/Finances/Fees	Adopt a 5% fee surcharge for three years.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

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11	Department-Wide-Budget/Finances/Fees	Use same terms to describe functions across all documents.	Related to Recommendation Number 74	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The name of the Citywide Planning Division has been changed to the Long Range Planning and Preservation Division	9/1/2014
12	Department-Wide-Budget/Finances/Fees	Examine approach to year end unobligated funds and vacant positions.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
13	Department-Wide-Communication/Meetings	Solicit staff input re procedural changes.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Policy issued	8/25/2014
14	Department-Wide-Communication/Meetings	Staff to freely communicate with everyone.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Policy issued	8/25/2014
15	Department-Wide-Communication/Meetings	Weekly meeting between the Director and Assistant Engineering Director.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Recurring Weekly Meeting Established	7/21/2014
16	Department-Wide-Communication/Meetings	Address silo issues in five operating divisions.	various efforts including staff meetings, retreats, joint training, policy review, etc	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
17	Department-Wide-Communication/Meetings	Develop comprehensive telephone and email list.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Telephone and e-mail list completed 8/22/14 for posting on the city's website	8/22/2014
18	Department-Wide-Concierge	Adopt listed approach to the Concierge position.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
19	Department-Wide-Culture/Employee Perceptions	Adopt approach to change the Culture.	culture committee formed with members from all levels and workgroups, meetings occurring	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
20	Department-Wide-Customers/Customer Perceptions	Support customer advocacy.	working with staff via cusomter surveys, culture committee, etc.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

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21	Department-Wide-Customers/Customer Perceptions	Use customer comment forms.		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Online Customer Satisfaction Survey form is functioning and staff listing updated. Online survey results chart is functioning. Policy requiring survey link on all email signatures issued. Office signage posted.	8/8/2014
22	Department-Wide-Customers/Customer Perceptions	Encourage use of customer comment forms.	LDD met with all staff out use of Customer Comment Forms and on the Zucker Report recommendations related to Customer Service.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Policy requiring survey link on all email signatures issued. Office signage posted.	8/8/2014
23	Department-Wide-Customers/Customer Perceptions	Use customer comments to improve service.		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Established system for reviewing and sharing of online survey comments, and the posting of positive comments.	9/2/2014
24	Department-Wide-Customers/Customer Perceptions	Advertise examples of positive service.		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Established bulletin boards in public lobbies for posting positive comments.	9/19/2014
25	Department-Wide-Customers/Customer Perceptions	Develop comprehensive email list.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
26	Department-Wide-Customers/Customer Perceptions	Actively participate with stakeholder groups.		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Met with HBA, EDC, KCIC, Twin Creeks Task Force	
27	Department-Wide-Fifth Floor	Designer to make recommendations for fifth floor.		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Initial meeting held with General Services Department to review.  Work group being formed. Meetings with General Services ongoing; identifying overall plan and steps that can be implemented	

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28	Department-Wide-Fifth Floor	Add front counter communication system.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
29	Department-Wide-Fifth Floor	Examine integrated counter.		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Within discussions re 5th Floor layout changes.	
30	Department-Wide-Handouts	Revise and update all handouts.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
31	Department-Wide-Handouts	Large titles at top of all handouts.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
32	Department-Wide-Handouts	Create new handout rack.	Investigating customer kiosk/workstation option in lieu of rack	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
33	Department-Wide-Office Space	Consider relocating some City Hall functions.		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Initial meeting scheduled with General Services Department to review. .	
34	Department-Wide-Office Space	Review City Hall signage.		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Initial meeting scheduled with General Services Department to review. Have installed directory signage on each of CPD's lobbies and created online directory by function.	
35	Department-Wide-Performance Evaluation	Use 360 evaluations for managers.		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Obtained software to prepare evaluation forms.	7/10/2014
36	Department-Wide-Performance Evaluation	Revise employee evaluation system.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
37	Department-Wide-Performance Standards	Use three key performance techniques.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
38	Department-Wide-Performance Standards	Include performance standards in EnerGov		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
39	Department-Wide-Technology	Planners to use KIVA.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

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40	Department-Wide-Technology	Promote electronic plan submittal process.	LDD working closely with customers to assist them in trying out the electronic plan submission portal.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	1. E-mail sent to AIA, HBA, AGC 2. Webpage notifications 3. Including Notification in reviews and e-mails about alternative Electronic Plan Submittal entry method.	8/13/2014
41	Department-Wide-Technology	Secure new digital plan review software.	Evaluating purchase of advance copies.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
42	Department-Wide-Technology	Accept all types of applications for electronic plan check.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
43	Department-Wide-Technology	Charge extra fees for submitting paper plans.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
44	Department-Wide-Technology	Assure adequate staff for EnerGov.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
45	Department-Wide-Technology	Add one IT staff to Planning and Development Department.	Meetings held with IT Department; creating spec.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
46	Department-Wide-Technology	Include 13 specific features in EnerGov.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
47	Department-Wide-Technology	Add GIS expert in Planning and Development Department.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
48	Department-Wide-Technology	Meet with Water Department re: GIS system.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
49	Department-Wide-Technology	Incorporate Google Earth into GIS.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
50	Department-Wide-Training	All managers and supervisors to attend manager and supervisor training.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
51	Department-Wide-Training	Use facilitator for partner approaches.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
52	Department-Wide-Training	Allocate 2% of personnel budget for training and 5% of staff time.	Submitted budget proposal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
53	Department-Wide-Union	Improve relations with the Union.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

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54	Department-Wide-Website	Include Table of Contents of Document Library on main website.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
55	Department-Wide-Website	Nine managers in Planning and Development Department to take responsibility for website content issues.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
56	Department-Wide-Website	Include added features to City website		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Misc info added online including staff directory, org chart, customer survey, directlory by function, etc	
57	Citywide Planning-Organization Issues	Prepare annual work program.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
58	Citywide Planning-Organization Issues	Update all HARC handouts and website information.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
59	Citywide Planning-Organization Issues	Publish up-to-date Historic Preservation Guidebook.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
60	Citywide Planning-Organization Issues	Create Area Plan User Guide.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
61	Citywide Planning-Organization Issues	All staff to use new EnerGov system.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
62	Citywide Planning-Organization Issues	Replace outdated computers.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
63	Citywide Planning-Organization Issues	Establish comprehensive plan maintenance fee.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
64	Citywide Planning-Organization Issues	Division to add three staff meetings.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Bi-weekly divisional staff meeting scheduled, monthly Long Range/Deve Managment meetings scheduled	8/25/2014
65	Citywide Planning-Organization Issues	Clear objective and agenda for all meetings.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Agenda template created for all meetings	8/11/2014
66	Citywide Planning-Organization Issues	Discuss mission and Division direction in all staff meetings.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Implemented at first meeting	8/11/2014

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67	Citywide Planning-Organization Issues	Conduct performance evaluations on schedule.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Requested updated list of employee anniversary dates	8/18/2014
68	Citywide Planning-Organization Issues	Prepare policies and procedures manual.	Process underway	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Policies issued as referenced under other recommendations.	
69	Citywide Planning-Organization Issues	Re-initiate the Historic Design postcard outreach system.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
70	Citywide Planning-Organization Issues	Administrative Officer to assist in establishing operating policies.	Position reclassified to Sr Planning Tech hiring underway	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Position reclassified to Sr Planning Tech hiring underway	
71	Citywide Planning-Organization Issues	Add two planners to Citywide Planning Division.	two sets of interviews conducted position removed from budget. Still needed	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Two sets of interviews conducted, candidateds selected, position removed from budget. Still needed.	
72	Citywide Planning-Organization Issues	Develop Job Description for Division Manager.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Job Specifications created for and indicated on Personal Request Form and Job Announcement for this position	11/14/2013
73	Citywide Planning-Organization Issues	Add GIS skills to vacant Planner position.		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	GIS requirements added to Planner job description and considered via candidate selection. Positions removed from budget.	
74	Citywide Planning-Organization Issues	Establish consistent name for the Division and use consistently.	Related to Recommendation Number 11	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Long Range Planning and Preservation	8/29/2014
75	Citywide Planning-Organization Issues	Establish work program for training needs.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
76	Citywide Planning-Organization Issues	Budget for update of Comprehensive Plan.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
77	Citywide Planning-Organization Issues	Enhance GIS system.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

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78	Citywide Planning-Organization Issues	Determine compliance service issues within Historic District Overlay areas.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
79	Citywide Planning-Organization Issues	Budget for historic resource surveys.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
80	Citywide Planning-Organization Issues	Review staff to use KIVA.		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	HelpDesk Ticket to have KIVA installed, training session requested	9/15/2014
81	Citywide Planning-Process Issues	Develop Team strategy for Area Plan Implementation.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Staff transistion plan put in place to redistribute staff to implement existing plans.	9/15/2014
82	Citywide Planning-Process Issues	Incorporate checklists in Policy and Procedure Manual.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
83	Citywide Planning-Process Issues	Create fillable forms for Certificate of Appropriateness.		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Brad Wolf crettaed fillable form, needs to be submitted to IT for review	8/11/2014
84	Citywide Planning-Process Issues	Add online credit cards for Certificate of Appropriateness.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
85	Citywide Planning-Process Issues	EnerGov to include online Certificate of Appropriateness.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
86	Citywide Planning-Process Issues	Do not accept incomplete applications.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		8/11/2014
87	Citywide Planning-Process Issues	Include design review process in EnerGov.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
88	Citywide Planning-Process Issues	Purchase tablets for Planning Commission and Historic Preservation Commission.	Identifying specs and purchase requirements.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
89	Development Management-Organization Issues	Prepare annual work plan.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
90	Development Management-Organization Issues	Update all flow charts and include Spanish.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		



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91	Development Management-Organization Issues	Create fillable applications.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
92	Development Management-Organization Issues	EnerGov to include fee payment and application processing for Development Management Applications.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
93	Development Management-Organization Issues	Post active project list on webpage.		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Began developing list	
94	Development Management-Organization Issues	Update Zoning and Development Guide.	Document has been put into a word document and the review is approximately 20%	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
95	Development Management-Organization Issues	Generate monthly performance reports.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
96	Development Management-Organization Issues	EnerGov to produce monthly performance reports for Development Management.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
97	Development Management-Organization Issues	Revise phone system for Spanish-speaking customers.		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Department issue. DMD to be a part of the department resolution	
98	Development Management-Organization Issues	Monitor printer re: personal use by staff.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Have gone over policies and expectations with staff. All have a clear understanding.	8/11/2014
99	Development Management-Organization Issues	Inventory and purchase equipment needs.	A large monitor has been provided to all planners. Another monitor will be required when the SPT starts. Managements indicates others are available.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		

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100	Development Management-Organization Issues	Purchase tablets for BZA.	Purchase is underway. Should have tablets by end of 3rd Quarter	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Purchase is underway. Should have tablets by end of 3rd Quarter	
101	Development Management-Organization Issues	Use out card system for files.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Cards have been provided.&nbsp;  Additional to be purchased.&nbsp;  Reviewed with staff expectations and procedures. Department policy issued.	8/11/2014
102	Development Management-Organization Issues	Set clear agenda and objectives for staff meetings.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Agenda has been developed with staff input. Agenda provided electronically.	8/11/2014
103	Development Management-Organization Issues	Empower planners to be true project managers.		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Many of the items are being exercised today.&nbsp;  Some will required additional staff to complete.	
104	Development Management-Organization Issues	Create a staffing model.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
105	Development Management-Organization Issues	Ongoing staff training.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
106	Development Management-Organization Issues	Cross-training between Development Management and Citywide Planning.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
107	Development Management-Process Issues	Update recording equipment.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
108	Development Management-Process Issues	If allowed by state law, discontinue use of court transcriber for BZA hearings.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	State law requires the court reporter. No change	
109	Development Management-Process Issues	Post BZA minutes on website.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Approved minutes for the last year have been posted	9/5/2014

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110	Development Management-Process Issues	Staff to provide recommendations for BZA cases.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
111	Development Management-Process Issues	Post City Planning Commission minutes on website.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Approved minutes for the last year have been posted	9/5/2014
112	Development Management-Division Manager	Develop protocol so staff can continue to work at desk until needed at Planning Commission meeting.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Division Manager texts staff to let them know when their projects are approaching on the agenda	
113	Development Management-Division Manager	Designated senior level staff to be on-call for Planning Commission meeting.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	DMD staff always has senior level staff at the meetings. PW has been sending senior level in the last year. LDD has begun sending additional staff to answer questions.	
114	Development Management-Division Manager	Reduce Water Services membership on DRC to one representative.	DRC Rules and Regs amendment scheduled for Feb 4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
115	Development Management-Division Manager	Change Law Department and Health Department to ex-officio membership on DRC.	DRC Rules and Regs amendment scheduled for Feb 4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
116	Development Management-Division Manager	Reevaluate voting membership on DRC.	DRC Rules and Regs amendment scheduled for Feb 4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
117	Development Management-Division Manager	Record all DRC comments 2 days prior to DRC meeting.		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Working with DMD staff to develop a list of comments and place them in KIVA	
118	Development Management-Division Manager	All DRC members to be prepared for each meeting.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

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119	Development Management-Division Manager	Director of Planning and Development to have decision power for conflicts between DRC reviewers.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
120	Development Management-Division Manager	Division staff to use KIVA and e-builder.		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Division currently uses KIVA and is continuing to be trained. E-builder training is scheduled for September 18.	
121	Development Management-Division Manager	Create consistent information and names for PZ&E Committee.		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The names of the committee are determined by the Mayor's office. DMD is ensuring we use a consistent name for Planning, Zoning & Economic Development Committee	
122	Development Management-Division Manager	Create comprehensive policy and procedures manual for the Division.		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Policies issued as referenced under other recommendations.	
123	Development Management-Division Manager	Adopt fee for pre-application conferences.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
124	Development Management-Division Manager	Combine pre-application and DAT process into a single process.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
125	Development Management-Division Manager	Staff for pre-application and DRC should be the same.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
126	Development Management-Division Manager	Create pre-application checklist.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
127	Development Management-Division Manager	Hold pre-application meetings weekly.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

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128	Development Management-Division Manager	Track pre-application in KIVA.		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Have developed in KIVA permit type BPAC (Pre-application Consultation) to allow for pre-application comments and notes to be entered into KIVA which ties the information to the parcel for future review.	
129	Development Management-Division Manager	Create pre-application comment worksheet.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
130	Development Management-Division Manager	Link zoning code interpretations to Zoning Plus.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
131	Development Management-Division Manager	Adopt additional design guidelines.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
132	Development Management-Division Manager	Limit amendments to Zoning Development Code in annual work program.		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	DMD developing an Annual Work plan. This item is included.	
133	Development Management-Process Issues	Make decision making table available to the public.		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Table is ready to put on website. Working on the location and set up of the website.	
134	Development Management-Process Issues	As part of EnerGov require only electronic submittal materials.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
135	Development Management-Process Issues	EnerGov to have consistent case numbering.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
136	Development Management-Process Issues	Transmit plans to reviewers electronically.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Plans are distributed via email and also in related document in KIVA	
137	Development Management-Process Issues	Resolve most issues before proceeding to hearing body.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

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138	Development Management-Process Issues	Use Track Changes to edit staff reports.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	DMD staff provide documents electronically and I review with track changes.	
139	Development Management-Process Issues	Create flow charts for processes showing all reviewers.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
140	Development Management-Process Issues	Configure EnerGov for all aspects of the process.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
141	Development Management-Process Issues	Purchase additional large monitors as needed.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
142	Development Management-Process Issues	EnerGov to track BZA expiration dates.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
143	Development Management-Process Issues	Use KIVA for building permit review.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Staff uses KIVA for building permit review. Have received additional training and will continue to do so.	8/11/2014
144	Development Management-Process Issues	Route all site plans via KIVA (i.e. DMD review ALL site plans).		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
145	Development Management-Process Issues	Adopt new performance standards.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
146	Director's Office-Fifth Floor	Have one Spanish speaking staff on 5th Floor.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Bilingual receptionist hired for 5th floor.	11/3/2014
147	Director's Office-Fifth Floor	Additional devices to help locate needed staff on 5th Floor.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
148	Director's Office-Organization Issues	Customer Service Branch to report to Permits Division.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Customer service staff will report to Permits Division on Sept 1, 2014.	
149	Director's Office-Organization Issues	Transfer Analyst position for Advance KC to City Manager's Office.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

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150	Director's Office-Organization Issues	Increase staffing in Citywide Planning re: Advance KC Strategic Plan.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
151	Director's Office-Organization Issues	Use out cards in filing function.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Department policy issued.	8/25/2014
152	Director's Office-Organization Issues	Review filing needs as part of EnerGov.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
153	Director's Office-Organization Issues	Managers to make more aggressive roles with personnel issues.	Implementation schedule extended 30 days to develop comprehensive strategies to address this issue.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
154	Director's Office-Organization Issues	Shorten time required to fill vacant positions.	Implementation schedule extended to develop comprehensive strategies across several city departments (Human Resources and Finance) to address this issue.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
155	Director's Office-Organization Issues	Allow inspection requests by email.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Fillable form and auto-populated email available online at <a href="http://kcmo.gov/planning/inspections-2/">http://kcmo.gov/planning/inspections-2/</a> . Email to <a href="mailto:buildinginspections@kcmo.org">buildinginspections@kcmo.org</a> . Fax option still available, but incoming faxes are converted to email.	8/15/2014
156	Inspections-Process Issues	Follow procedures for inspector-plan check issues.		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Met with inspectors, revised the policy and emailed policy to all staff for their records	

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157	Inspections-Process Issues	Examine potential to co-locate Inspections and Plan Review Divisions.		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Initial meeting held with General Services Department to review. Staff input forum held. General Services drafting plan. (2/12/15 update)	
158	Inspections-Process Issues	Clarify responsibility for flood control.		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Initial meeting held between LDD and Inspection Division.	
159	Inspections-Process Issues	Clarify process for enforcement of building without permits.	Related itme #175	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Drafted Policy; merged these workgroups into one division (2/12/2015 update).	
160	Inspections-Process Issues	Notify Special Inspections staff in need for special inspections as early as possible.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Special Inspection staff are notified by assigned KIVA activity upon project log-in.	8/1/2014
161	Inspections-Process Issues	EnerGov to accommodate field computers.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
162	Inspections-Process Issues	Keep same inspector throughout the construction.		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Assigning primary & secondary project inspectors; drafted policy	
163	Inspections-Process Issues	Reduce to two inspection supervisors.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Eliminated one field supervisor position. (To be replaced with two inspector positions).	8/1/2014
164	Inspections-Process Issues	Develop performance standards for Inspections Supervisors.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
165	Inspections-Process Issues	Conduct quarterly audits of Inspection Supervisors.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
166	Inspections-Process Issues	All inspections within 24 hours.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Existing benchmark being met.	
167	Inspections-Process Issues	Monitor workload related to training sessions.		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Existing benchmark being met with additional training. Additional training time forthcoming.	



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168	Inspections-Process Issues	Program EnerGov to estimate inspection times.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
169	Inspections-Process Issues	Add staff or consultants as needed to meet performance standards.		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Additional inspection staff hired; and additional inspection staff approved to fill. (2/12/2015 update)	
170	Inspections-Process Issues	Require inspectors to maintain required certifications.		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Reviewing HR requirements and ICC policies related to this change. (2/12/2015 update)	
171	Inspections-Process Issues	Budget to provide funds for maintaining certifications.	Additional budget request pending.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
172	Inspections-Process Issues	Set standards for evaluating field inspectors.		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Have begun conducting site inspections and developing standards.	
173	Inspections-Process Issues	Create inspection auditing program.		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Have begun conducting site inspections and developing standards	
174	Inspections-Process Issues	Incorporate audit findings into employee evaluations.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
175	Inspections-Process Issues	Develop program re: red tag construction.	Related item #159	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Drafted Policy; merged these workgroups into one division (2/12/2015 update).	
176	Inspections-Process Issues	Budget for local and state code training for inspectors.	Additional budget request pending.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
177	Inspections-Process Issues	Off-site training for inspectors to be shared to all inspectors.	Recommendations #177, 192 & 203 related	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Department policy issued.	8/25/2014

Recommendation Number / Category		Recommendation	Comments	In Progress	Initiated/ Ongoing	Completed	Action Taken	Date of Implementation
178	Inspections-Process Issues	Weekly training for inspections staff.	We now have weekly staff meetings to discuss issues that have come up and supervisors are following up behind inspectors to check quality.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Staff meeting schedule implemented; examining formal training program	
179	Inspections-Process Issues	Designate staff to attend Kansas City Metro ICC Chapter meetings.		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Policy drafted. Staff attendance available as workload/staffing allows.	
180	Inspections-Organization Issues	All managers and supervisor to attend supervision training.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
181	Inspections-Process Issues	Assign vehicles to maximize utilization.		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Vehicle re-assignment has occurred. Monitoring program in development.	
182	Inspections-Organization Issues	Consider private contractors for fleet maintenance.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
183	Investigations-Organization Issues	Create annual work program.		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	In proces of developing a work plan for Dev Compliance Branch	
184	Investigations-Organization Issues	EnerGov system to have reporting features.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
185	Investigations-Organization Issues	Replace vehicles and equipment as needed.	Related to recommendation #181	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	New computers and new cell phones provided. (2/12/2015 update)	
186	Investigations-Organization Issues	EnerGov system to create and store all code enforcement cases.		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Misc equipment upgrades occurred.	
187	Investigations-Organization Issues	Update all handouts and website information.		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	working to update website to include FAQs for Investigations to help guide community. Developing pamphlet for BZA and others.	

Recommendation Number / Category		Recommendation	Comments	In Progress	Initiated/ Ongoing	Completed	Action Taken	Date of Implementation
188	Investigations-Organization Issues	Create job description for Investigations Division Manager.	No longer applicable. This position will be eliminated as a result of the Investigations Division being dissolved. Investigations Division staff and responsibilities have been reassigned to the Inspections and Development Management Divisions.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		8/18/2014
189	Investigations-Organization Issues	Assign subject matter expert to EnerGov project.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Inspection Division Manager is energov core team member, with support from two investigation supervisors.	9/2/2014
190	Investigations-Organization Issues	Schedule monthly staff meetings.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Investigation Division functions moved into Inspection Division and Development Management Division. Meeting schedules established in Inspection and Development Management Division.	8/18/2014
191	Investigations-Organization Issues	Schedule monthly manager and supervisors meeting.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Investigation Division functions moved into Inspection Division and Development Management Division. Meeting schedules established in those divisions.	8/18/2014

Recommendation Number / Category		Recommendation	Comments	In Progress	Initiated/ Ongoing	Completed	Action Taken	Date of Implementation
192	Investigations-Organization Issues	Schedule bi-weekly meetings between Supervisors and line staff.	Recommendations #177, 192 & 203 related	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Investigation Division functions moved into Inspection Division and Development Management Division. Meeting schedules established in those divisions. Policy issued regarding shared training.	8/18/2014
193	Investigations-Organization Issues	All meetings to be structured and with clear objectives and agenda.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Investigation Division functions moved into Inspection Division and Development Management Division. Meeting schedules established in those divisions.	8/18/2014
194	Investigations-Organization Issues	Update 2006 Procedures.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
195	Investigations-Organization Issues	Modify 14th Floor reception desk.		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Initial meeting held with General Services Department to review. Staff input forum held. General Services drafting plan. (2/12/15 update)	
196	Investigations-Organization Issues	Delete one supervisor position.	The elimination of the Investigations Division Manager required the  retention of the supervisor position proposed for elimination.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Manager position eliminated, one supervisor position relocated into each of Inspection and Development Management Divisions, for net reduction in one management/supervision position.	8/18/2014
197	Investigations-Organization Issues	Transfer inspection for underground spaces to Elevator Branch.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Both functions have been re-organized into Inspection Division.	2/12/2015
198	Investigations-Organization Issues	Move Elevator Inspection to the Inspection Division.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Elevator Branch moved to Inspection Division.	8/18/2014
199	Investigations-Organization Issues	Publish and post to webpage Division organization chart.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Department Org Chart posted on website.	8/25/2014

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200	Investigations-Organization Issues	Prepare policies and procedures manual.		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Policies issued as referenced under other recommendations.	
201	Investigations-Organization Issues	Develop public outreach program.	pending staffing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
202	Investigations-Organization Issues	Continue efforts on voluntary compliance.	pending staffing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
203	Investigations-Organization Issues	Share training amongst staff.	Recommendations #177, 192 & 203 related	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Department policy issued.	8/25/2014
204	Investigations-Organization Issues	Supervisors to obtain annual supervisory training.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
205	Investigations-Organization Issues	Provide self-defense training.		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Course now available; some staff has attended with others scheduling future sessions. (2/12/2015)	
206	Investigations-Organization Issues	Cross-train all staff.	Assessing new opportunities with functions reassigned to new divisions.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Establishing protocols for handling cases within in either division (2/12/2015 update)	
207	Investigations (Elevator Inspection Branch)-Organization Issues	Examine issue of bonus pay for elevator inspectors.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
208	Investigations (Elevator Inspection Branch)-Organization Issues	Establish weekly training for elevator inspectors.		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Staff meetings with training established; formal training program under review.	
209	Investigations (Elevator Inspection Branch)-Organization Issues	Develop performance standards for inspectors.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
210	Investigations (Elevator Inspection Branch)-Organization Issues	Develop inspector audit program.		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Supervisor follow-ups occurring. Additional program under consideration. (2/12/2015 update)	

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211	Investigations (Elevator Inspection Branch)-Organization Issues	Assign clerical work to clerical staff.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
212	Investigations (Elevator Inspection Branch)-Organization Issues	EnerGov to include elevator permitting.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
213	Investigations (Elevator Inspection Branch)-Organization Issues	Add full-time clerical to focus on revenue recovery.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
214	Investigations (Elevator Inspection Branch)-Organization Issues	Replace field computers.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	All elevator inspectors convertible tablets have been replaced.	4/1/2014
215	Investigations-Organization Issues	Clarify code enforcement issues.		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Policy issued by City Manager. RV issue being examined by Law Dept for discussion with citizen groups.	7/10/2014
216	Investigations-Process Issues	Create flow chart of process and use as a communication tool.	Communication including website update to follow.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Flow charts done by Diane Binckley	10/8/2014
217	Investigations-Process Issues	EnerGov system to provide filed routing for CCI inspections.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
218	Investigations-Process Issues	Formalize performance standards.	Pending staffing.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
219	Land Development-Organization Issues	Implement a teamwork improvement program.		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	1. Initiated Division Wide Staff Meeting every 4- weeks, starting in September 2. Review Proposed Org Chart with all Staff 14 days 3. Affect all LDD staff 4. Launch Teamwork training start this week. 5. Guide staff to develop a new LDD Vision.	
220	Land Development-Organization Issues	Assign Staff Engineer supervision over Plan Review.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Drafted potential re-org plan. Re- Org accepted and reassignment made.	11/26/2014

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221	Land Development-Organization Issues	Meet weekly to review plan check supervisors training.		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	1. This is occuring currently and on a weekly basis, and affects Tom Nguyen, and Brett Cox. 2. Reports developed and are being provided weekly.	9/22/2014
222	Land Development-Organization Issues	Review job specifications.		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Job Specifications were up to date, but may need adjustment for Contracted Services.	
223	Land Development-Organization Issues	Proceed with contract plan checkers.		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Hired two temp staff in August; Two firms selected for review services from RFQ/P -- currently in contract negotiations. (2/12/2015 update)	8/1/2014
224	Land Development-Organization Issues	Reassign current plan review group.		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Drafted potential re-org plan.&nbsp; Re-Org accepted and reassignment made. See #223	11/26/2014
225	Land Development-Organization Issues	Change name of LDD to Land Development and Engineering Services.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
226	Land Development-Organization Issues	Recruit Administrative Assistant with one-week overlap re: retirement.	Position Filled effective 11/2/2014.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	"1. Acting Administrative Assistant with Out of Class pay approved 7-28-2014. 2. Reclassification approved to fill Senior Administrative Assistant position. 3. Review 10-20-2014 List and fill position..	11/2/2014
227	Land Development-Organization Issues	Reclassify LDD Manager and report to Assistant City Manager.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

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228	Land Development-Organization Issues	Contract plan review firms to report to Staff Engineer.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	RFQ/P Completed and solicited and closed 1-6-2015 - currently in the selection phase with target implementation date of 2-13-2015. Re-org in place. See #223	2/13/2015
229	Land Development-Organization Issues	Revise weekly staff meetings.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	LDD has always used Agenda's, but we have also recently revised the weekly meeting format to focus on performance, training, and problem solving of divisional issues.	8/8/2014
230	Land Development-Organization Issues	Quarterly meetings for entire LDD staff.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	"1. Meetings launched on September 8th 2. Two (2) all division staff meeting have been held.	9/8/2014
231	Land Development-Organization Issues	Director to periodically attend quarterly staff meetings.		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	1. Director and Assistant invited to meeting.	9/22/2014
232	Land Development-Organization Issues	Move Banner Permits to Public Works Department.		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	1. Meetings held with Public Works and City Manager 2. Agreement reached to implement upon passage of revised Banner Ordinance by Public Work, which is in process. Revised Ordinance is now effective and program is teransferred.	9/11/2014
233	Land Development-Organization Issues	Bring all engineering reviews from Public Works and Water Departments to LDD.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
234	Land Development-Organization Issues	Reallocate fees collected for water line plan review to Planning and Development.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		



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235	Land Development-Organization Issues	Use outside facilitator for partnering approach.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
236	Land Development-Organization Issues	EnerGov to have centralized files.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
237	Land Development-Organization Issues	Contract with Librarian re: central files system and EnerGov.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
238	Land Development-Organization Issues	Integrate LDD files with KIVA and EnerGov.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
239	Land Development-Organization Issues	File all pending as-built plans.		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	1. Working to resolve backlog 2. Timeline depends on Applicants willingness to provide 3. List of outstanding documents identified 4. Notices to be completed by end of 2014 Calendar Year 5. Affects Inspection Supervisor and Inspection Staff. Progressing	
240	Land Development-Process Issues	Review legal aspects of Plat Map Review.		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Review request made to Law Dept	
241	Land Development-Process Issues	Plat maps and signatures to be digital.		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1. Investigating with Counties	
242	Land Development-Process Issues	Move Plat Map approval from Public Works to LDD.		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Met with DPW and Law Dept. Drafting policy for reduced signatures.	
243	Land Development-Process Issues	Document defective infrastructure.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
244	Land Development-Process Issues	Review and modify maintenance agreement form.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
245	Land Development-Process Issues	Evaluate LDD inspection schedules.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
246	Land Development-Process Issues	Add consulting inspection staff as necessary.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

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247	Land Development-Process Issues	Provide certified laboratory testing.		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Proposal discussed between departments. (2/12/2015 update)	
248	Land Development-Process Issues	Developers to provide certified testing.		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Proposal discussed between departments. (2/12/2015 update)	
249	Land Development-Process Issues	Training program for inspectors re: quality assurance.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
250	Land Development-Process Issues	LDD, Public Works and Water to schedule joint inspections at hand-off.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
251	Land Development-Process Issues	Citywide planning to be responsible for Major Streets Plan.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
252	Land Development-Process Issues	Include budget for LDD equipment needs.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
253	Land Development-Process Issues	Use KIVA to track all projects.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	KIVA is utilized for all LDD projects.	8/8/2014
254	Land Development-Process Issues	Set first check at 15 working days and second check at 10 days; third check at 5 days.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
255	Land Development-Process Issues	Require complete plans for submittal.	Reviewing application packet IB 159 for completeness.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	LDD has utilized QCR completeness checks since 2002, but is enhancing this existing process with the use of communicated "Deliverables" to applicants earlier in the process before submittals are made to help them identify the required items to the	8/8/2014
256	Land Development-Process Issues	Update and correct all standard plans.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

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257	Land Development-Communication/Meetings	Link Standard Plans in website.		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The interactive chart is now accessed by a link from CPD LDD webpage. Will look to add additional links directly to DPW and WSD standards pages.	
258	Land Development-Process Issues	Update Standard Plans at least yearly.		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Discussions occurring between deparatments. (2/12/2015 update)	
259	Permits-Organization Issues	Issue permits one day after completing plan review.	Also working toward same standard for LDD permits.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Permits are ready in one day after receiving notification from plan review or status check indicates that all reviews are approved for permitting.	8/1/2014
260	Permits-Organization Issues	Cross-train staff.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Both individuals who process public infrastructure projects and bldg permit projects have been cross trainedto perform each others duties to provide for timely delivery of plans for permitting.	9/5/2014
261	Permits-Organization Issues	Staff supporting counter to be Certified Permit Technicians.		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Reclassification plan has been approved by HR and all permit counter staff are now Engineering Technicians who will proceed to become certified as permit technicians.	12/15/2014
262	Permits-Organization Issues	Consolidate some job classifications.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Consolidation plan approved by HR and all positions in the Permits Division have been reorganized per approved reclassification plan.	12/15/2014

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263	Permits-Process Issues	Use electronic newsletters to advertise customer service enhancements.		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	A bulletin board has been installed in the customer waiting area and service initiatives and enhancements are being announced on it. This will be further enhanced with the publication of the Departments electronic newsletter.	9/19/2014
264	Permits-Process Issues	Consider consolidating all application forms into one.		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A single building permit application will be used for all commercial construction permits. Separate simple form available for residential, but either form ok for residential. Final draft prepared.	2/4/2015
265	Permits-Process Issues	Develop tracking system for applications that arrive by mail.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Log of all permit applications received by mail is maintained and completion of permit processing tracked	8/1/2014
266	Permits-Process Issues	Document preliminary meetings with applicants in KIVA.		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Preliminary meetings scheduled to discuss zoning/planning/building code related issues and for which fees per 18-20 (10)-7 have been assessed will be documented in KIVA using a permit type to document those discussions. On any other non-routine issues reg	
267	Permits-Process Issues	Allow all Land Development applications to be submitted at permit center.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	All Land Development applications are received by the Plans Management Branch of the Permits Division for processing	7/28/2014

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268	Permits-Process Issues	Track correspondence related to Plans Examiner's requests.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	All correspondence received through the resubmittal process is tracked by the plans management branch in KIVA. A directive has been sent to all reviewing agencies that if any correspondence that is handled outside of the resubmittal process results in add	1/25/2015
269	Permits-Process Issues	Consolidate contractor license process.		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Contractor license renewal cards are being sourced and that purchase will simplify the mentioned process	
270	Permits-Process Issues	5th Floor staff to attend customer service training.		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Staff are signing up for customer service training classes and this will be done on an ongoing basis to maintain staffing for permit issuance.	8/13/2014
271	Permits-Process Issues	Develop monitoring program for Receptionist.		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Job duties of the receptionist/cashiers have been analyzed and changes made to procedures and processes handled. Supervisor monitoring staff performance and customer service practices on an ongoing basis and changes being made.	12/1/2014
272	Permits-Process Issues	Cross-training for Receptionist and permit writing staff.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	With the reorganization and reclassification of permit writing staff the job classes and associated job duties does not allow for cross training between these two functions and is not practical.	12/15/2014

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273	Permits-Process Issues	Develop new flow charts and handouts.		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Working on flowcharts to explain the permit application process.	
274	Permits-Process Issues	Review handouts with customers needing assistance.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Staff has been instructed to provide as much information as possible to customers in addition to handing customers information bulletins.	8/5/2014
275	Permits-Process Issues	EnerGov to document all inquiries.	Primarily Plans Review issue.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
276	Permits-Process Issues	Document in KVIA when permit is ready.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	An activity is created in KIVA when the permit is ready for issuance and the applicant is informed which is also now being documented in KIVA.	8/1/2014
277	Plans Review Division-Organization Issues	Improve communications between Plan Review and Inspections Divisions.		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Group training sessions and staff meetings including all Plans Rev. and Inspections staff occurring .&nbsp; Encourage face to face interaction for project consultation.&nbsp; Consider co-location of PR and INS divisions. (2/12/2015 update)	12/10/2014
278	Plans Review Division-Organization Issues	Hold staff accountable to inter-division issues.		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Re-issued and reviewed existing procedure with staff. Monitoring performance.	
279	Plans Review Division-Organization Issues	Plans Examiners to do ride-alongs with inspectors.	Subject to time available - pending assessment of staffing level.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

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280	Plans Review Division-Organization Issues	Reduce new building plan review to three (3) weeks and each subsequent review in half of previous review.	Subject to assessment of staffing level and impact of other implementation issues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
281	Plans Review Division-Organization Issues	Alert Plans Examiners re: high priority projects.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	All parcels in TDD are flagged in KIVA. Upon project log-in, TDD projects are assigned priority status and corresponding due dates. Email notification also sent to reviewers.	8/15/2014
282	Plans Review Division-Organization Issues	Eliminate one Plans Review Supervisor.	Waiting to evaluate situation after current Plans Review Supervisor departs through retirement.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
283	Plans Review Division-Organization Issues	Plans Examiner to be project manager.	Evaluating role and options including existing Plans Management Branch function. See also Recommendation #103.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
284	Plans Review Division-Organization Issues	Conduct salary survey re: Sr. Construction Inspector and Development Specialist I classifications.		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Possible solution identified; vetting feasibility with Human Resources	
285	Plans Review Division-Organization Issues	Conduct salary survey for plan review group		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
286	Plans Review Division-Organization Issues	Utilize time tracking system of KIVA and EnerGov.		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Implemented time tracking by plans reviewers in KIVA	9/4/2014
287	Plans Review Division-Organization Issues	Use contract staff if necessary to meet performance standards.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Research of options conducted.. (2/12/2015 update)	

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288	Plans Review Division-Organization Issues	Add structural engineer functions to plans examination.	Also considering sharing this function with Special Inspection Branch.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
289	Plans Review Division-Organization Issues	Replace Plans Review Supervisor with Registered Structural Engineer.	See #282	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
290	Plans Review Division-Organization Issues	Plans reviewers to retain required certifications.		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Investigating policy options for new hires vs existing staff.	
291	Plans Review Division-Organization Issues	Budget for required certification training.	Budget recommendation process underway.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
292	Plans Review Division-Organization Issues	Develop weekly staff training program.		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Weekly staff meetings with training component implemented. Formal training program under review.	8/11/2014
293	Plans Review Division-Organization Issues	Use outside experts as necessary for training.		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Including in staff meetings as available.	
294	Plans Review Division-Process Issues	Abandon rotating counter service.	Express Review changes completed - Code Question service changes in progress as of 12/22/14	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
295	Plans Review Division-Process Issues	Audit plan reviewers work.	New procedure has been implemented and is currently in practice.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Supervisors have halted wholesale quality control reviews and begun random full-project reviews for all commercial Plans Examiners.	10/27/2014
296	Plans Review Division-Process Issues	Audit results to be included in employee evaluations.		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Records of results of random full-project reviews will be kept, used for training/coaching and used in Plans Examiner performance evaluations.	10/27/2014



Recommendation Number / Category		Recommendation	Comments	In Progress	Initiated/ Ongoing	Completed	Action Taken	Date of Implementation
297	Plans Review Division-Process Issues	Change Express Review.		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Established a single reviewer (with designated backup staff) to perform express reviews. See also Recommendation #302. Developing procedures to assign resub reviews to original reviewer. Draft scope for allowable express reviews developed.	8/15/2014
298	Plans Review Division-Process Issues	Promote Priority Plan Review Program.	Currently advising customers regarding priority review option. Will update Information Bulletins where appropriate to emphasize Priority Review option.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
299	Plans Review Division-Process Issues	First reviews to be comprehensive.		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
300	Plans Review Division-Process Issues	Develop performance standards for all staff positions.	Drafting in progress.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
301	Plans Review Division-Process Issues	Performance standards to identify level of discretionary authority.		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
302	Plans Review Division-Process Issues	Invite applicants to participate in discussions between plan reviewer and supervisor.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	New procedure now in place.	8/6/2014
303	Plans Review Division-Process Issues	All City projects to be reviewed by Planning and Development Department.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
304	Plans Review Division-Issues Related to Entire Department	Code modification findings to be available on website.		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	CMR's are/have been available online through KivaNet. Will examine additional webpage information.	

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305	Plans Review Division-Issues Related to Entire Department	Train some Plans Examiners and Inspectors re: Federal Accessibility requirement.		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Met with City ADA Coordinator and City Architect	
306	Plans Review Division-Issues Related to Entire Department	Zoning Code Training for Plan Review staff (and Permits & Investigations).		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
307	Plans Review Division-Issues Related to Entire Department	Development Management Division has final decision re: Zoning Code interpretations.		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Established DMD as final authority. Policy changes to be determined.	
308	Urban Redevelopment Division-Communication/Meetings	Create handouts for Division programs.		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Document drafted	
309	Urban Redevelopment Division-Communication/Meetings	EnerGov to report on Division activity.	Scheduled as EnerGov comes on-line	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
310	Urban Redevelopment Division-Communication/Meetings	Staff meetings to have clear agenda and objectives.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Meetings scheduled and ongoing	7/29/2014
311	Urban Redevelopment Division-Organization Issues	Create a staffing model for Brownfields Program.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Document Completed	8/19/2014
312	Urban Redevelopment Division-Organization Issues	Prepare a current Policies and Procedures Manual.		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Policies issued as referenced under other recommendations. Manual in preparation.	
313	Department-Wide-Culture/Employee Perceptions	All Division Managers to meet with employees re: training programs.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
314	Department-Wide-Culture/Employee Perceptions	Address silo issues.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
315	Department-Wide-Culture/Employee Perceptions	Educate staff on economic development issues.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

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316	Department-Wide-Culture/Employee Perceptions	Clarify mission and work program in Citywide Division.	Recommendation implementation delayed 30 days due to the hiring of a new Citywide Division Manager	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
317	Department-Wide-Culture/Employee Perceptions	Provide clarify to development process.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
318	Investigations-Culture/Employee Perceptions	Review staff questionnaire responses for Inspection Division.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
319	Investigations-Culture/Employee Perceptions	Address the low employee survey scores in Investigation Division.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
320	Land Development-Culture/Employee Perceptions	Address the low employee scores in the Land Division.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
321	Investigations-Culture/Employee Perceptions	Review Investigation Division function.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
322	Permits-Culture/Employee Perceptions	Address low employee scores in Permits Division.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
323	Plans Review Division-Culture/Employee Perceptions	Address low employee scores in Plans Review Division.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
324	Urban Redevelopment Division-Culture/Employee Perceptions	Address low employee scores in Urban Development Division.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
325	Department-Wide-Customers/Customer Perceptions	Address issues raised by the customers.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		